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I am happy that the Institute has continued to play a leading role in providing a forum of interaction between theory and practice of administration and communicating ideas and experience in the field of public administration to the Government on the one hand and to the public—particularly those interested in the teaching and practice of administration—on the other. This was one of the major objectives of the Founders of the Institute. It is through this interaction that the IIPA contributes to higher standards of public administration in our country.

Apart from consolidating its continuing programmes, I am glad to note that during the past year the Institute took steps in several new directions which reflected its concern for meeting the new challenges faced by public administration.

The conservation, allocation and use of natural resources is rightly getting greater attention today than perhaps it ever got before. Indiscriminate exploitation of natural surroundings has

confronted humanity with ecological disasters which threaten the very survival of the modern civilised world. There is a greater consciousness among the people of the world regarding the unfair allocation and the use of natural resources, both in the national and the international context. Long-term interests of civilisation continue to be sacrificed for short-term gains. For those of us living in the Third World this concern is even greater because ecological depredations in many cases are due to international demands. Together with this, we also face the dilemma of rapid development vs environmental conservation. This had made it absolutely essential that administrators, experts, technologists, policymakers and even public men understand the complexities of environmental linkages with industrialisation and their importance to human life and well-being. I am glad that the IIPA has begun to develop programmes of research and training in this area and has already conducted a seminar that has brought together senior administrators, academics and voluntary organisations involved in environmental conservation.

Public administration in a developing country of our size and diversity has many unique problems. Creating conditions for faster national development places heavy demands on us. Undoubtedly no country can advance if it cannot achieve higher and higher levels of productivity. Both agricultural and industrial production have to rise rapidly to keep pace with the rapidly increasing demands of our growing population. Such a momentum cannot be generated by a single individual. It has to be a collective and cooperative effort where concerns of productivity have to percolate down to each worker on a farm, in a factory or in an office. Productivity has many problems. Firstly, it is a matter of choice of technology appropriate to given tasks. It is also a matter of structural changes to utilise the chosen technology. And most important of all is motivation. People have to feel that they are members of a Nation on the March. Making demands on the Nation alone is not enough. What is required is peace and harmony in society, a sense of partnership and mutual cooperation amongst the people in the pursuit of good life and curbing of divisive and selfish tendencies that tend to wipe away whatever is gained. I am glad that the special number of the *Indian Journal of Public Administration* has been

dedicated this year to the theme of *Productivity in Public Administration*.

Bureaucracy has to play its role in the mobilisation of social effort. Wider discussions ought to take place on how and what it can do to provide the necessary pre-requisites for rapid development. In many cases, the issues have revolved around public morality in general and administrative ethics in particular. These issues have sparked off controversies and occasioned despair. But we must have faith in India's future. We cannot give way to despair or become cynics. We need to instill hope and confidence in all and continually re-examine the ethical basis of all our actions. I am happy that the Institute in the past year provided a forum for discussion of not only the role and relevance of bureaucracy in a seminar but also undertook a training programme in ethics in which a few MLAs also joined.